



COUNTY OF SAN DIEGO

Great Government Through the General Management System – Quality, Timeliness, Value
DEPARTMENT OF HUMAN RESOURCES

CLASS SPECIFICATION

UNCLASSIFIED

HUMAN RESOURCES SERVICES MANAGER

Class No. 000962

■ CLASSIFICATION PURPOSE

To plan, direct, organize, and evaluate the activities of an assigned division within the Department of Human Resources which provides centralized Countywide human resources services to all county departments; and to perform related work as required.

■ DISTINGUISHING CHARACTERISTICS

This is an unclassified management class allocated only to the Department of Human Resources. The Human Resources Services Manager reports to executive management and is responsible for managing an assigned division within the Department of Human Resources. Incumbents have significant responsibility for formulating and implementing human resources policies, procedures, and programs that have Countywide impact.

■ FUNCTIONS

The examples of essential functions listed in the class specification are representative but not necessarily exhaustive or descriptive of any one position in the class. Management is not precluded from assigning other related functions not listed herein if such functions are a logical assignment for the position.

Essential Functions:

The following essential functions apply to all assignments:

1. Plans, directs, organizes, and evaluates the overall activities of a division of the Department of Human Resources.
2. Plans, directs, assigns, reviews, and evaluates the work of supervisory professional, technical, and support staff assigned to perform functions of the division.
3. Develops, revises, and implements policies, procedures, and processes that pertain to employee selection, classification, compensation, employee development, performance management/appraisal, benefits, risk management, workforce support, and other human resources programs or activities that have Countywide impact.
4. Reviews new or pending legislation that has potential impact on Countywide human resources operations, develops findings on the potential impact and provides recommendations on addressing or implementing such legislation.
5. Reviews, analyzes, and evaluates the activities of the assigned human resources division to determine if such activities are in compliance with federal, state, and County laws, ordinances, rules, regulations, and initiatives and to ensure that efficient business practices and optimum levels of customer service are maintained.
6. Develops goals, objectives, plans, and programs for the assigned human resources division, in accordance with the County's Strategic Planning Model – The General Management System; directs the implementation and monitors the progress towards reaching department and division goals, objectives, and plans.
7. Reviews and approves board letters, contractual agreements, work plans, request for proposals, purchase orders, informational and analytical reports, correspondence, office manuals, training materials, and other documents or work products completed by staff.
8. Advises the Director and Deputy Director of Human Resources on issues that pertain to the division.
9. Identifies, addresses, and resolves complaints, issues, or problems that occur or may potentially occur pertaining to the activities of the division.
10. Develops budgetary recommendations and monitors revenues and expenditures for the assigned division and recommends or makes adjustments as necessary.
11. Reviews information and statistical data pertaining to assigned human resources division, identifies trends, and presents findings and makes recommendations to executive management.

12. Prepares executive level reports, summaries, and correspondence.
13. Develops and conducts training for division staff or makes arrangements for outside training.
14. Researches and recommends new technologies that improve business practices for the assigned human resources division to executive managers.
15. Directs the completion of special studies or projects pertaining to centralized human resources activities.
16. Conducts regular meetings with division staff; represents the Department of Human Resources or the County during hearings, meetings, and conferences; makes presentations and provides information or responds to inquiries made during the course of hearings, meetings, and conferences.
17. Interacts with vendors, brokers, attorneys, union representatives, federal and state government employees, and other representatives of outside agencies.
18. Participates in addressing sensitive and confidential human resources issues and provides consultation to executive management.
19. Serves on panels, committees, and task forces.
20. May act in the absence of the Deputy Director, Human Resources when necessary; may attend meetings on behalf of the Director and Deputy Director, Human Resources when requested.

Essential Functions Specific To Assigned Functional Areas (In Addition to the Above):

1. Performs functions specific to recruitment, selection, classification, and compensation activities designed to recruit and retain a qualified and diverse workforce for the County. Examples of essential functions include: overseeing job analyses and classification studies; managing the completion of salary surveys to determine prevailing wage rates for comparable jobs within public and private entities; managing the construction and administration of recruitment and selection plans; and acting as liaison between Human Resources and the Civil Service Commission.
2. Performs functions specific to risk management, including the administration of the County's Workers' Compensation Program, and promotion of the health, safety, and security of County employees and assets. Examples of essential functions include: managing the county's risk management and cost containment programs; managing the County's self-insured workers' compensation program; maintaining insurance coverage specifications and working with the county's broker in selecting the best available coverage for casualty and/or property losses; reviewing and recommending insurance coverage requirements; and conducting workplace violence assessments.
3. Performs functions specific to the budget, which involves preparing and managing the overall budget for the Department of Human Resources. Examples of essential functions include: directing the budget process; conducting financial analyses; developing budget strategies for review by executive managers; and reviewing budgetary and fiscal documents to ensure expenditures are justified and revenues are maximized in accordance to efficient business practices.
4. Performs functions specific to benefits, which involves the oversight of all of the benefit programs provided to County employees. Examples of essential functions include: preparing requests for proposals (RFP's), responding to proposals and making recommendations for insurance coverage and provider changes; managing the tracking of benefits selected by employees and preparing an annual benefits summary for each employee.
5. Performs functions specific to workforce support services, which involves ensuring the adherence to employee assistance and diversity initiatives. Examples of essential functions include: planning and evaluating county departments' workplace diversity plans, programs and activities; consulting with county departments when employees request accommodation under Americans with Disabilities Act or when returning to work with limitations from an injury; and providing support to employees in transition.
6. Performs functions specific to employee development, which provides internal services to County employees pertaining to career and personal development. Examples of essential functions include: planning, directing, and coordinating employee training and development, and initiatives such as career counseling, employee assistance, and employee suggestions; serving as chair over employee development advisory networks; and coordinating activities with representatives from outside agencies.

■ KNOWLEDGE, SKILLS AND ABILITIES

Knowledge of:

- Principles, techniques, and methodologies used in recruitment and selection, classification, compensation, employee assistance, employee benefits, employee development, risk management, and budget management.
- Theories, principles, practices, and current issues of human resource management applied to a large public agency.

- Policy, procedure, and program development and implementation as these relate to centralized human resources activities and transactions.
- Relevant federal and state laws, rules, regulations and guidelines relating to human resources management and program administration such as the Civil Rights Acts 1964 and 1991, Equal Employment Opportunity, Affirmative Action Plans, Americans with Disabilities Act, Age Discrimination and Employment Act, Uniform Guidelines of Employment and Selection Procedures, Fair Labor Standards Act, Occupational Safety and Health Act, Cal-OSHA, Family Medical Leave Act, Consolidated Omnibus Budget Reconciliation Act, Health Information Portability Accountability Act, California Labor Code, and the California Fair Employment and Housing Act.
- Principles of supervision and training.
- Principles, practices, and methods of budget administration and management.
- Contract administration and negotiation.
- General Management System in principle and in practice.
- Principles and methods of efficient business practices and continuous improvement as applied to the operations of a centralized human resources department.
- Telephone, office, and online etiquette.
- County customer service objectives and strategies.

Skills and Abilities to:

- Plan, direct, organize, coordinate and evaluate the work of subordinate supervisors and staff assigned to a specific human resources division.
- Identify and analyze complex and sensitive human resources problems and recommend practical solutions.
- Provide consultation and advice to human resources staff and executive or departmental managers on a wide variety of human resources matters.
- Develop and implement departmental and Countywide personnel policy and procedures.
- Prepare executive-level correspondence, reports, and countywide human resources studies.
- Use sound and logical reasoning when making decisions, which may have significant departmental or agency wide impact and analyze and project consequences of decisions and/or recommendations.
- Communicate effectively with a variety of individuals representing diverse cultures and backgrounds and function calmly in situations which require a high degree of sensitivity, tact and diplomacy.
- Treat County employees, representatives of outside agencies and members of the public with courtesy and respect.
- Provide prompt, efficient and responsive service.
- Exercise confidentiality and appropriate judgment in answering questions and releasing information.

■ EDUCATION/EXPERIENCE

Education, training and/or experience that demonstrate possession of the knowledge and skills stated above. An example of qualifying education/experience is: a bachelor's degree in human resources management, public or business administration, industrial/organizational psychology, or a closely related field, AND five (5) years of professional experience performing analysis and research in a central human resource/personnel organization. Previous experience must have included three (3) years of experience serving as a first-line supervisor over a human resources function.

■ ESSENTIAL PHYSICAL CHARACTERISTICS

The physical characteristics described here are representative of those that must be met by an employee to successfully perform the essential functions of the classification. Reasonable accommodation may be made to enable an individual with qualified disabilities to perform the essential functions of a job, on a case-by-case basis.

Continuous upward and downward flexion of the neck. Frequent: sitting, repetitive use of hands to operate computers, printers, copiers and writing instruments. Occasional: walking, standing, bending and twisting of the neck, bending and twisting of waist, squatting, simple grasping, reaching above and below shoulder level, and lifting and carrying materials weighing up to 10 pounds.

■ SPECIAL NOTES, LICENSES, OR REQUIREMENTS

License

A valid California class C driver's license, which must be maintained throughout employment in this class, is required at time of appointment, or the ability to arrange necessary and timely transportation for field travel. Employees in this class may be required to use their own personal vehicle.

Certification/Registration

Certification by the Society of Human Resources Management as a Senior Professional of Human Resources or by the International Personnel Management Association as a Certified Professional is desirable.

Working Conditions

The primary work environment takes place indoors in an office setting. Occasional travel to locations within or outside of the County may take place. Work involves frequent exposure to computer screens.

Background Investigation

Must have a reputation for honesty and trustworthiness. Misdemeanor and/or felony convictions may be disqualifying depending on type, number, severity, and recency. Prior to appointment, candidates will be subject to a background investigation.

Persons serving in positions in the Unclassified Service do not accrue tenure and serve at the pleasure of the appointing authority (Charter of the County of San Diego Section 909.2).

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